

**SFA Modernization Partner Program  
Monthly Management Services Summary  
for the month of September 2000**

October 10, 2000



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## **INTRODUCTION**

This Management Services Summary is being produced as a deliverable of the SFA Modernization Partner Program Management Office Task Order.

This report covers the month of September 2000 and includes information on the overall status of Program deliverables, a summary of key Program Risks and Issues by area, achievements for the month, planned work for the next month, and performance of the Program initiatives.

The format and content of this report are based on the guidelines provided in the Program Management Task Order, standard project status reporting techniques, and input from SFA management personnel. The purpose of this report is to provide SFA senior management with information related to the performance of the SFA Modernization Partner Program team.

These monthly summaries will be refined to improve their usefulness and the value they provide. Please provide any suggestions regarding the content or format of these reports to the SFA Modernization Partner Program Office Manager (elisabeth.s.schmidt@ac.com or 202-651-3640).



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## **PROGRAM OVERVIEW**

### **DELIVERABLES**

The SFA Modernization Partner team delivered these contract deliverables during the month of September 2000:

#### **CIO**

**9.3.5 Channel and Office Process Flows** documents the detailed processes for the channels and offices to develop, modify and delete/archive content. The processes detail the lifecycle of content management from inception to production.

**12.1.5 Operations Process Flows** documents the IFAP processes to maintain and refresh the IFAP database. It contains inputs, activities, tools used, and outputs as well as a recommended staffing plan for the operations staff.

**12.1.8 Schools Channel Portal Tested Code** is a working and tested version of the School Portal. It consists of debugged code for the School Portal prior to integration with IFAP.

**12.1.9 IFAP Application Tested Code** is a working and tested version of the IFAP Application. It consists of debugged code for IFAP prior to integration with the School Portal.

**18.1.5d Monthly Security Program Report** is a brief but comprehensive report documenting the activities of the Security team during the month of September.

**22.1.3 Applications Operations Approach** documents the teaming model that SFA will use to select, develop and operate applications developed by the Modernization Partner Program. The deliverable includes the operations organizational model and the roles and responsibilities matrix to be completed for each application.

**22.1.4 Technology Policy Guide, Phase I** is an organized compilation of standards that can be used SFA-wide for technology compliance.

**28.1.1 PKI Working Group Reports and Organization** consists of detailed meeting minutes of the joint discussions with multiple federal agencies, and a work plan with recommendations for white paper development.

**28.1.2 Research on PKI Issues** documents research of PKI alternatives, including advantages and disadvantages of existing technical solutions to be incorporated into deliverable 28.1.4 - Certificate Pilot White Paper.

**28.1.3 Review FFELP Business Processes** includes an analysis assessing the business processes, physical environment, applications, and technology infrastructure of the existing and proposed environments, and draft recommendations to be incorporated into deliverable 28.1.4 - Certificate Pilot White Paper.



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**28.1.4 Certificate Pilot White Paper** is a “white paper” that incorporates the relevant background, feasibility, alternatives, issues, proposed work flow, and general roles and responsibilities of each participating partner for the pilot project initiation.

**34.1.1 Service Delivery Solution** defines the overall approach to performing applications operations for the intranet. It includes a selection of the operations location (e.g. on-site vs. off-site) and defines the operations approach based on possible alternatives.

**34.1.2 Intranet Applications Operations Organization** documents the roles/responsibilities, job descriptions, and hiring plan for the Operations team. It also includes an organizational structure and applications operations budget.

**34.1.3 Intranet Applications Operations Processes** documents the agreed-to service levels between the applications operations team and customers, as well as other operational entities. The document includes: Baseline SLA (Service Level Agreement) Framework, Tracking and Reporting Definition, and Process Definitions.

### **FINANCIAL PARTNERS CHANNEL**

**10.1.4 Employee Transformation Plan** outlines the organizational and human performance characteristics that are critical for success within Financial Partners. It contains a cultural assessment, communications plan, and skills development plan.

**10.1.5c Project Management Plan - Final** is a final project management approach, process and tool to execute project management through the course of the Financial Partners transformation.

### **SCHOOLS CHANNEL**

**19.1.2 COD Vendor Visits Report** includes documentation of visit agendas; attendee names, titles, and contact information; and materials presented. In addition, it also includes the information gathered as a result of the visits.

**19.1.8 Pilot School Participation Approach** identifies the members of a COD User Steering Committee made up of Title IV Financial Aid Administrators and Business Officers representing various types of schools (e.g. private, public, proprietary). This committee will constitute a diversity of schools, with variances in size, type and level of federal program management sophistication. The estimated group size will be between fifteen and twenty people. This deliverable also documents the approach that Modernization Partner/SFA will take to include these Steering Committee schools in key steps of the COD development process.

**19.1.11 Summary of Community Outreach, Support and Feedback** provides a summary of the activities performed to assist SFA with community outreach and support and the related feedback received. Such activities included: (1) providing conference support; (2) preparing for and facilitating workgroup sessions with community members; (3) preparing for and facilitating joint application development (JAD) sessions; (4) creating electronic newsletters or other communication mechanisms to communicate the status of COD to the community.



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## **ORGANIZATION TRANSFORMATION**

**7.6.1 High Level Acquisition Plan Process Manual** outlines the acquisition process from strategic planning through contract management to performance management. It also identifies the roles and responsibilities of the acquisition team members and team interfaces with other stakeholders in the SFA arena. In addition, it includes a high level graphical representation of the interaction between the Acquisitions and Investment Review Board Processes.

**30.1.2b Working Sessions Summaries** reflect the discussion and decision points, issues and action items discussed in working sessions summaries with the SFA HR Director and various HR stakeholders from the period beginning September 1, 2000 – September 30, 2000. The materials delivered in this submission include:

- a Competency Education Guide,
- Straw-models of the professional, managerial and functional competencies,
- a Competency Workshop Status Report, and
- a Proficiency Scale Overview document.

**30.1.3b SFA HR Modernization Plan and Implementation Strategy** focuses on addressing critical human capital challenges of the PBO, with particular emphasis on strategic steps for implementing the SFA HR organization to achieve these goals. The Plan documents suggested high-level processes and timelines. The Plan was developed in partnership with the SFA HR Director and appropriate stakeholder involvement.

**30.1.4b SFA HR Modernization Communications\*** are a compilation of communication materials that convey to SFA the intent, progress and potential impacts of HR Modernization. The communication materials delivered in this submission included the following:

- a Performance Development Process Communication and Deployment Plan - documents the approach and timeframe to communicate with key stakeholders and employees concerning the roll-out of SFA's new Performance Development Process,
- a Regional Union Meeting Materials – includes an invitation email to participants and talking points to review during session,
- a Performance Development Process Description Document - developed as a method of communicating the purpose, process and details of SFA's new Performance Development Process to key stakeholders (Department of Education's Human Resources Group, Union and Office of General Council).

**30.1.5 SFA-Wide Competency Model Draft** deliverable includes the SFA Skill Catalog and Skills Assessment Job Aid. The Skill Catalog lists the Professional, Managerial and Functional Skills for each business unit and was created with input from the Management Council and SFA Channel/Unit Leadership Teams. The Skills Assessment Job Aid describes the purpose and benefit of a skills assessment within an organization and also documents the skills assessment process and stakeholders.

**30.1.6c Monthly Implementation Report\*** highlights the key accomplishments for the period September 1 - September 30, 2000 and plans for the month of October.

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\* Delivered to COTR on September 29. Signature obtained October 2.



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**31.1.1 Process Flow Straw-Model** illustrates the financial aid delivery process from four different perspectives – Student, School, Financial Partners and SFA - and the relationships between all four.

**31.1.2 SFA Organization Mapping** maps the SFA organization structure to the process flow diagrams to illustrate roles and responsibilities within the SFA organization that support the financial aid delivery process. The mapping also included roles and functions performed by Operating Partners, along with key operational systems involved. For each organizational entity involved in critical process steps, key points of contact and contact information were identified and documented.

**31.1.3 Training Design Participation and Training Delivery Best Practices** is a short, concise summary of key best practices in adult learning, training development, and delivery. These best practices provided value-added context and background to participants in advance of a scheduled Design Lab.

**31.1.4 Training Development and Delivery Work Plan** identifies key tasks and process steps required to develop and deliver SFA Front-to-Back training. The work plan also includes key activities, expected completion dates, and task assignments to Operating Partners and SFA staff. This document will be used to track the development of training materials and to schedule the pilot and train-the-trainer sessions.

## **PROGRAM MANAGEMENT OFFICE**

**8.1.4b Modernization Partner Procurement Plan** outlines the key milestones associated with the timely delivery and acceptance of future task orders required to achieve the goals and objectives of the Modernization Program. The outcome of developing and managing task orders according to this plan will be adherence to the timeframes required for timely delivery and approval of future task orders and the uninterrupted work activity required for the Modernization Program to achieve its goals and objectives.

**38.1.1a First Draft of the Modernization Blueprint update** involved streamlining the Modernization Blueprint to facilitate the community's understanding of the new business capabilities SFA is building to support modernization; the enterprise architecture needed to support the delivery of these new capabilities; and the progress that has been made to date.



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**VALUE POINTS**

**CFO**

- The FMS Team conducted a Production Readiness Review as an additional step in preparing for production and implementation of the FMS System.

**CIO**

- Modernization Partner work on development of a Security and Privacy program was used to complete the GAO security assessment profile conducted across the federal government. Based on the project activities and responses, Department of Education was ranked third overall for federal agencies.
- Developed an IT Service Provider framework for applications maintenance in partnership with the VDC Service Provider. The approach provides an integrated model for supporting Modernization applications in partnership with existing legacy contractors and new development partners, which will result in a more flexible but consistent approach to ongoing support.

**SCHOOLS CHANNEL**

- Developed “As-Is” process model incorporating SFA organization, process, and technology dimensions using business process modeling tool, CaseWise.

**STUDENTS CHANNEL**

- Organized and facilitated a Call Center Gaps Solutions Generation Session.
- Prepared roadshow demonstration for Student General Managers and other interested channels.
- Prepared presentations on Default Rate Analysis for executive discussions and briefing.





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**ORGANIZATION TRANSFORMATION**

- Created and shared a training materials template with SFA U partners to facilitate their training material development and also created and provided a PowerPoint template to SFA U partners for the creation of a specific portion of the SFA University training materials.
- Provided HTML knowledge to SFA University workers to enhance their web design abilities.
- Developed Agenda, Talking Points, a listing of anticipated questions for use in preparing for Regional Union Meetings to be facilitated by Calvin Thomas and John Mondragon with a focus on communicating initial messages about the new SFA Performance Development Process.
- Developed the Performance Development Process Description Document (an equivalent "Personnel Manual Instruction" document) based on the current codes and regulations to explain SFA's new performance development process to assist in obtaining stakeholder buy-in and approval (Union, Department of Education's Human Resources Group, Office of Management, Office of Personnel Management, Office of General Council).

**PROGRAM MANAGEMENT OFFICE**

- Gathered major milestone completion statistics for the CIO to help determine "CIO business success". These statistics were used as measures against the CIO's FY00 Performance Goals.



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**SUMMARY OF PROGRAM RISKS & ISSUES**

**PROGRAM RISKS**

AREA	DESCRIPTION	MITIGATION STRATEGY	ABILITY TO CONTROL
<b>HIGH SEVERITY</b>			
School Portal, IFAP, Intranet and Enterprise Architecture	Migration of the School Portal, IFAP and technical infrastructure components have been delayed due to hardware delays and shakeout efforts to move from loaner boxes at development sites. Technical issues have been resolved and the testing process is underway. This causes a delay in the implementation schedules for SP, IFAP, Intranet and Enterprise Architecture.	The team has revised the schedule to reflect the delays.	Medium
Common Origination and Disbursement	To date, there has been no involvement of the union in the COD Transition Management. If the union is not involved, they may feel the need to slow or stop progress in order to evaluate the changes. This could affect the Implementation Plan schedule, the Business Case schedule, the impact analysis schedule, and the ability to design the "To Be" organization.	Schedule an initial meeting with Schools GM, the SFA HR Director and the Union representative to give them the basics of COD. Ask Chief of Staff for the Schools GM to manage the relationship going forward.	High



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**PROGRAM ISSUES**

AREA	ISSUE	PROPOSED SOLUTION
<b>HIGH SEVERITY</b>		
SFA University Front-to-Back	Client Expectations are exceeding original task order. The schedule, cost and quality of deliverables may be impacted.	Clearly communicate to the client the differences between original Task Order and current expectations and discuss Task Order modification options. Supply documentation to support proposed solution.
IFAP	Frame relay line at Exolve/Edge hasn't been installed. Connectivity to the VDC is needed to support development efforts.	Use VPN solution in the short term. Due to delays, the frame relay line has now been cancelled due to near project completion.
Applications Management Transition	Development of a Production Readiness Review and defined procedures for application turnover to production are not defined by the VDC or SFA. Without these procedures, the Applications Management team will not have Enterprise Application processes for maintenance.	SFA, VDC and Modernization Partner teams are working on a standard list to be developed. Interim solutions are being developed by teams in the meantime. These procedures are being developed by SFA, the VDC service provider and Modernization Partner teams to fill gaps. In some cases interim processes will be defined until enterprise processes and tools are implemented.
CDS Simplification	The implementation date for Release 2 of the DLSS was delayed. This has delayed the implementation of CDS.	The team has rescheduled CDS implementation for 11/17. The GM and steering committee will be informed of the decision.
CDS Simplification	Treasury requires the use of Connect Direct Software to transmit EDA data. The VDC does not have this software installed. The project may need to re-code to execute a work around.	Attempt to utilize a copy of Connect Direct from the CPS mainframe at the VDC.
<b>MEDIUM SEVERITY</b>		
Applications Management Transition	The frame relay line from the AC Reston solution center to the VDC has been cancelled. If there is no connectivity, the application maintenance team can not relocate to Reston. Modernization Partner was notified by IT Services that only one link will be provided per company, and the connection to Aerospace is already provided to Andersen Consulting.	Continue discussions with IT Services to confirm needs at two locations.



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AREA	ISSUE	PROPOSED SOLUTION
<b>LOW SEVERITY</b>		
Financial Management System	Functional help desk infrastructure is not finalized.	Leveraging IFAP Help Desk resources.
Financial Management System	Continuity of operations. The project team has identified needs that need to be filled due to staffing changes.	Business operations officer identified and existing plans being enhanced. Disaster Recovery test planned for next phase.
Financial Management System	Application Change Control Board is not formalized.	Use development change control process. Organize user group.



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**KEY ACCOMPLISHMENTS THIS MONTH AND PLANS FOR NEXT MONTH**

During the month, the project teams accomplished the following:

**CFO**

Work Completed this Month:

- Completed Product and Stress Testing.
- Completed Regression Testing.
- Completed development of training documentation.
- Implemented the Financial Management System.
- Finalized the Service Level Agreement.

Planned Work In Progress:

- All planned work has been completed.

Work Projected for next Month:

- Continue post implementation support for FMS Phase II.
- Continue analysis for Phase III.
- Continue discussions regarding Phase III Scope.
- Continue developing milestones and tasks for Phase III.
- Continue developing the High Level Organization Model with the Financial Partner Staff.



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**CIO**

Work Completed this Month:

**TO 9- Intranet**

- Reviewed Intranet readiness for production.
- Identified cleanup work that needs to be performed based on modifications made since the application was completed and turned over to production.
- Scoped the cleanup work necessary and worked with CIO and Communications to confirm approach for changes to be made.
- Completed the Content Preparation standards.

**TO 11- Ombudsman**

- Continued to complete development of application, training program and report generation.
- Continued working with Ombudsman executive to confirm a go-live date.

**TO 12- School Portal/IFAP**

- Completed application migration to the VDC and component testing.

**TO 16- Enterprise Architecture**

- Completed the installation and configuration of the Internet architecture to support the School Portal/IFAP applications.
- Completed installation and configuration of the Data Warehouse architecture to support CDS Retirement and CFO Data Mart.
- Continuing to support these environments and working to finalize production readiness.

**TO 21- Data Warehouse Implementation Planning**

- Continued reviewing plans for NSLDS with all business channels per the CIO to obtain feedback and set direction.

**TO 22- Technical Architecture Policy and Standards**

- Conducted extensive reviews of the Technical Policy Guide within the CIO organization and began to review with business areas.
- Completed the SFA Enterprise Architecture Framework and submitted to SFA to begin the review process.
- Developed an enterprise configuration management process approach to address overall change management at SFA.

**TO 28- PKI White Paper**

- Completed development of the “white paper” documenting the business process necessary for use of PKI at SFA. An assessment of current federal agency programs and the potential participation in these pilots is included in the “white paper”.



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**TO 32- IPT Process Development Phase II**

- Held project kick-off meeting to begin work on this project. This project will expand the IPT process to address the system development life cycle.

**TO 34 & 35- Applications Management Transition**

- Developed an IT Service Provider framework for applications maintenance in partnership with the VDC Service Provider. The framework provides an integrated model for supporting Modernization applications in partnership with existing legacy contractors and new development partners, which will result in a more flexible but consistent approach to ongoing support.
- Continued structuring the work for ongoing support of the Intranet, School Portal, IFAP and FMS applications.

**TO 39- CFO Data Mart**

- Developed the data extract and load utilities for loading the data downloads from Department of Education systems into the Data Warehouse environment. Demonstrated initial capability to the CFO team and received a favorable response.

Planned Work In Progress:

**TO 9- Intranet**

- Finalizing the content manager Train-the-Trainer Roadshow presentation.

**TO 11- Ombudsman**

- Continuing Siebel application testing.

**TO 12- School Portal/IFAP**

- Beginning Integration testing.

**TO 16- Enterprise Architecture**

- Continuing tuning and configuration changes to the required environments (Dev, Test and Stage) on the servers at the VDC as applications run on the architecture.

**TO 21- Data Warehouse Implementation Planning**

- Reviewing plans for NSLDS with all business channels per the CIO to obtain feedback and set direction. Due to the extended time for these meetings, the implementation plan has been extended to include this feedback.

Work Projected for next Month:

**TO 9- Intranet**

- Complete training and user acceptance testing.
- Update the Intranet with maintenance corrections identified since application turnover.
- Complete development of Autonomy search capability.

**TO 11- Ombudsman**

- Complete testing of application and confirm schedule for production.

**TO 12- School Portal/IFAP**

- Complete training and user acceptance testing of the application.
- Confirm production readiness.



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**TO 16- Enterprise Architecture**

- Complete installation, configuration and tuning for the infrastructure in conjunction with the implementation of the School Portal, IFAP, Intranet and Data Warehouse applications.
- Initiate a Post Implementation Review of the Technology Architecture and processes for moving applications to development and production at the VDC once they are live. This is a continuous review and improvement effort to confirm positioning of products relative to SFA requirements and industry directions.

**TO 21- Data Warehouse Migration Planning**

- Complete reviews of NSLDS alternatives with the business units.
- Propose a proof of concept with NSLDS data to demonstrate capability and reporting potential within the data warehouse architecture environment.

**TO 32- IPT Process Development**

- Complete the Project Work Plan and develop the first draft of the SDLC/IPT Process.

**TO 34 and 35- Applications Management Transition**

- Complete transition work for the Intranet, School Portal and IFAP applications.
- Begin support of the FMS Phase II application.

**TO 39- CFO Data Mart**

- Complete development of CFO Data Mart capability and stage for production implementation.





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**FINANCIAL PARTNERS CHANNEL**

**Work Completed this Month:**

- Gathered additional comments based on review of the FPT Analysis and Design Plan deliverables (Task Orders 10 and 23).
- Reviewed the FFEL Contract Extension proposal and provided input on critical milestones/dates affecting the contract.
- Met with the General Manager to review the Statement of Objectives for the FFEL Replacement Analysis.
- Began drafting the task order for the FFEL Replacement Analysis project (TO #40).
- Met with the General Manager and Katrina Turner, Director of Financial Oversight and Analysis, to develop the Statement of Objectives for the Risk Modeling and the Data Mart initiatives.
- Met with the Manager to develop the Statement of Objectives for the Organizational Empowerment initiative.
- Continued planning for the next phase of the Financial Partners Transformation effort.
- Continued to provide facilitation support for the Financial Partners project team leads during the deliverables review and comment period.
- Continued to provide content for the SFA Intranet regarding the status of the Financial Partner Projects.

**Planned Work In Progress:**

- All planned work has been completed.

**Work Projected for next Month:**

- Obtain sign-off of the FPT Analysis and Design Plan deliverables (task orders 10 and 23) by the General Manager and the COTR.
- Submit the task order proposal for the FFEL Replacement Analysis (TO#40).
- Finalize the Statement of Objectives for the Risk Modeling and Data Mart.
- Finalize the Statement of Objectives for the Organizational Empowerment Initiative.
- Draft the task order proposal for the Risk Modeling initiative.
- Draft the task order proposal for the Organizational Empowerment Initiative.
- Meet with the Financial Partners General Manager to review and obtain approval of the Modernization Sequencing plan.
- Continue planning for the next phase of the Financial Partners Transformation effort.
- Continue to provide facilitation support for the Financial Partners project team leads during the deliverables review and comment period.
- Continue to provide content for the SFA Intranet regarding the status of the Financial Partner Projects.



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**SCHOOLS CHANNEL**

**Work Completed this Month:**

- Documented a first draft of the “As Is” process model in CaseWise.
- Selected schools and third party servicers for COD Steering Committee.
- Further decomposed/revised CaseWise process Design model.
- Expanded list of business rules needed for pre- and post-disbursement record adjustments and for changes to school disbursement methods.
- Determined current development lead times for annual changes made to the following SFA systems: Loan Origination System (LOS), Recipient Financial Management System (RFMS), Campus-Based System, and EDExpress.
- Identified tasks for the COD Implementation Plan.
- Gathered organizational information through interviews with Schools Channel managers.
- Completed the organizational “As Is” baseline.
- Completed draft of the COD communication plan for Transition team.
- Completed infrastructure of Schools Channel Transition team.
- Completed materials for the Transition Team kick-off, although the meeting will be postponed.
- Developed a high-level approach for applying the Total Systems capabilities to a COD solution and assessed the overall strengths and challenges associated with that approach.

**Planned Work In Progress:**

- Further decompose the CaseWise “As Is” process model in order to review with SFA business owners.
- Further define CaseWise process flows for the “To Be” model.
- Compile reference material, including user guides and model manager guidelines, for CaseWise to be used by Modernization Partner and SFA.
- Confirm participation of schools and third party servicers invited to join the COD Steering Committee.
- Finalize Core Functional Requirement Workgroups.
- Finalize contracts for Common Record workgroup members.
- Further decompose/revise CaseWise Design Model.
- Identify and document estimating approach for COD implementation plan.
- Establish and kick-off Schools COD Transition Team.

**Work Projected for next Month:**

- Finalize “As Is” process model in CaseWise and review with SFA business owners.
- Further define process flows for the “To Be” model in CaseWise.
- Compile reference material, including user guides and model manager guidelines, for CaseWise to be used by Modernization Partner and SFA.
- Finalize confirmation of participation of schools and third party servicers invited to join the COD Steering Committee.
- Provide support to SFA for the SFA Update Videoconference and National Association of Student Financial Aid Administrators (NASFAA) being held next month.



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- Kick-off COD Steering Committee meetings.
- Further decompose/refine CaseWise “To Be” process model with input from Core Functional Workgroups.
- Finalize contracts for participating Core Functional Requirement workgroup members.
- Finalize Common Record “As-Is” analysis.
- Kick-off the Common Record Workgroup.
- Continue identifying and documenting estimating approach for COD implementation plan.
- Continue gathering detail around roles and functions within the Schools Channel, and entering that information into CaseWise.
- Begin assessing the organizational impacts of COD.
- Provide input on organizational factors to the implementation plan.
- Follow up visit with AFSA/V-Tek October 4 & 5.
- Follow up visit with EDS October 16.



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**STUDENTS CHANNEL**

**CRM Call Center**

**Work Completed this Month:**

- Conducted a Solutions Generation Session - over 50 stakeholders from SFA and the operating partners were able to provide input towards the potential solutions for the CRM call center work.
- Finalized the implementation plans for warm hand-offs and began executing warm hand-offs between Direct Loan Servicing, Direct Loan Origination, and Direct Loan Consolidation.
- Delivered the "Referral Guide for Student Financial Assistance Resources" to the CRM IPT Core Team and Quick Hits sub team. Final changes to content and comments have been gathered and will be incorporated in the final printing.

**Planned Work in Progress:**

- Organize the Gap Analysis documentation and deliver 15.1.3 Gap Analysis.
- Complete the Solution Generation phase.
- Monitor the progress of Spanish option changes to the call center Interactive Voice Response Units.
- Develop the process for Solutions Selection.
- Plan for the completion of the CRM Call Center IPT.
- Compile documentation for the work done to date by each sub-team.

**Work Projected for next Month:**

- Finalize the documentation of the GAP Analysis phase of work and deliver 15.1.3 Gap Analysis.
- Complete the documentation of the Solution Generation and Recommendation phase of work.
- Begin the Solution Selection phase of work which will include developing business cases.
- Develop plans for the IPT participants to attend a final celebration and lessons learned session.



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### **CDS Simplification**

**Work Completed this Month:**

- Received approval for data to be transferred to the development data warehouse environment at the VDC to test the delinquency report application.
- Began CDS Simplification Implementation Planning.
- Completed System Integration Testing of the Direct Loan Servicing system.
- Conducted System Integration Testing of the Loan Origination system.
- Met with Loan Origination/Loan Consolidation counterparts to further define implementation plan.
- Defined requirements for the Data Warehouse.

**Planned Work In Progress:**

- Conduct Intersystem Testing for the Loan Origination and Loan Servicing systems.
- Continue code development of the Delinquency Report on the Data Warehouse system.
- Update the Loan Consolidation System design document to reflect code changes to the CDS system.
- Continue Implementation Planning.

**Work Projected for next Month:**

- Complete Intersystem Testing for the Loan Origination and Loan Servicing systems.
- Develop code for the Delinquency Report on the Data Warehouse system.
- Update the Loan Consolidation System design document to reflect code changes to CDS.
- Conduct System Integration Testing for the Loan Consolidation system.
- Complete Intersystem Testing for the Loan Origination and Loan Consolidation systems.
- Test Data Warehouse changes.



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**FAFSA on the Web Redesign**

**Work Completed this Month:**

- Created a workplan for release six that lists the major deliverables that should come out of the phase and target completion dates for each deliverable.
- Completed the Creative Brief with the core team. This document describes the basic creative design parameters for the redesigned web site, focusing on the needs of the primary users.
- Designed a Site Map that depicts the functional process flow of the redesigned site's functionality.
- Completed business level use cases which document each business process for FAFSA on the Web.
- Completed the business case.
- Completed the User Needs Assessment Matrix to record all potential users of the site and their site access needs.
- Reviewed and revised the Risk and Mitigation Plan.
- Completed a preliminary wireframe (a clickable HTML document to show site navigation) of the home and subpages.
- Revised the Content Tree (site organization map) based on core team comments.
- Brainstormed the advantages and disadvantages of all potential hardware and software options for release six.
- Drafted the high level technical requirements and discussed the document with the core team.
- Created the technical requirements document.
- Started the task order for the next phase of work.

**Planned Work In Progress:**

- Review and revise workplan and the task order for next phase of work.
- Develop additional wireframes.
- Determine cost factors of different hardware and software options with IT.

**Work Projected for next Month:**

- Develop logical application architecture.
- Conduct usability testing on the wireframes.
- Create detailed system level requirements.
- Attend release five code review to understand current code and evaluate level of potential re-use.
- Attend Rational Unified Process (RUP) methodology training.



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**Financial Analysis Support and Build-Up**

Work Completed this Month:

- Reviewed the documented process for the compilation of mid-year SFA-ABC Data Results Report.
- Analyzed IT contract information received to date.
- Reviewed SFA ABC group's cost allocations of IT contracts.
- Submitted reminders for requested information to Program Managers/COTRs.

Planned Work In Progress:

- Review of Students Channel costs and ABC cost allocation.
- Analysis of IT and non-IT contracts.
- Review of FY 1998, 1999, and 2000 cost and budget information for Student Channel activities.

Work Projected for next Month:

- Review the process necessary to import SFA-Students Channel general ledger data.
- Review the bridge between the SFA-Students Channel FY 2000 budget to the SFA budget.
- Obtain all remaining information requested regarding Students Channel IT and non-IT contracts.



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**ORGANIZATION TRANSFORMATION**

**SFA University Front-to-Back**

**Work Completed this Month:**

- Met with Public Strategy Group (PSG) to introduce and explain the Front-to-Back training materials template.
- Finalized and Submitted deliverables 31.1.3-Training Design Participation and Training Delivery Best Practices and 31.1.4 -Training Development and Delivery.
- Reviewed and finalized Train-the-Trainer draft for Front-to-Back (SFA Traditions: Celebrating Our Mission) course.
- Met with client for working session concerning training delivery logistics for Front-to-Back (student perspective) course.
- Coordinated development of train-the-trainer Core Curriculum (SFA Traditions: Celebrating Our Mission) to be presented to SFA regional trainers and Performance Based Organization (PBO) coaches at Disney on September 28<sup>th</sup> and facilitated a Train-the-Trainer session at Disney.
- Worked with SFA Subject Matter Experts (SMEs) to review content for deliverable 31.1.5a - Training Development Status – Students Perspective and incorporated feedback/suggestions into the final deliverable.

**Planned Work In Progress:**

- Update Front-to-Back Part A training courseware with comments from Train-the-Trainer and Pilot sessions.
- Begin development of Front-to-Back Part B (Student Aid Process Front-to-Back).
- Complete high-level design of Web based materials for ongoing Front-to-Back training.
- Complete best practice research for SFA University Knowledge Management, Best Practices and Internal Services.

**Work Projected for next Month:**

- Develop and facilitate Front-to-Back Part A (SFA Traditions: Celebrating Our Mission ) pilot session.
- Reproduce and ship training courseware to training sites.
- Monitor Front-to-Back Part A training delivery sessions.
- Begin collecting training course participant feedback.
- Facilitate working sessions with SFA and Operating Partners to begin designing Front-to-Back Part B (Student Aid Process Front-to-Back).
- Work with client SMEs to enhance Research and Summary document.
- Finalize and submit deliverable 29.1.1- Research and Summary documents.
- Consult with client SMEs to develop deliverable 29.1.2 - Straw-Model Operating Guidelines.





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**SFA HR Modernization Support**

**Work Completed this Month:**

- Updated HR Partner Manager and Recruiting Lead Position Descriptions and Knowledge, Skill and Ability documents to reflect Department of Education's Human Resources Group standards.
- Drafted Position Description/Knowledge, Skill and Ability documents for HR Service Center Manager and Performance Management Lead.
- Developed draft of Human Capital Long-Term Plan.
- Revised and submitted the SFA Skill Catalog to Calvin Thomas and John Mondragon for initial review.
- Finalized and submitted the SFA Skill Catalog.
- Designed and developed the Skills Assessment Job Aid.
- Developed a Fact Sheet for the new Performance Development Process.
- Developed a benefits one-pager to explain the benefits of the new SFA Performance Development Process to the Leadership Team.
- Developed rollout timeframe options, showing approach assumptions, and risks associated with three possible rollout dates of Perform.com.
- Initiated the design and development of the Performance Development Process Job Aid.
- Developed a "Personnel Manual Instruction" document to explain SFA's new performance development process for submission to HRG for approval.
- Worked with Perform.com to configure the site (Comments and Individual Development Plan - IDP) to meet SFA's needs.

**Planned Work In Progress:**

- Work with SFA HR Director to confirm Performance Development Process Communication and Pilot Plan.
- Modify TO 30 to include Performance Development Process Communication and Pilot deliverables as well as development of Workforce Transformation Plan.

**Work Projected for next Month:**

- Draft remaining Position Descriptions/Knowledge, Skills, and Abilities for new HR positions.
- Finalize configuration of Perform.com site for Step 1 one roll-out.
- Conduct user-testing on Perform.com site for Step 1 roll-out.
- Schedule and arrange training logistics for pilot and rollout of Performance Development Process and coordinate a demonstration of Perform.com for the SFA Leadership Team.
- Conduct pilot of Performance Development Process – educate/communicate prior to pilot and analyze feedback following pilot.
- Finalize and deliver the Train-the-Trainer session to PBO Coaches.
- Develop Straw Model Proficiency Samples on identified Functional Skills for all organization units.
- Conduct working sessions with SFA Leadership Teams to define Proficiency Levels.
- Revise SFA Skill Catalog to include proficiency definitions.
- Add proficiency definitions to Perform.com site on Skill Profile tab .
- Develop plan to incorporate Organization Balanced Scorecard into later release of Performance Development Process.



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**PROGRAM MANAGEMENT OFFICE**

**Implementation Excellence**

Work Completed this Month:

- Created and delivered drafts of the Modernization Blueprint on September 19 and 29.
- Obtained COTR agreement to change name of “End State Vision” to “Target State Vision” or similar name that better conveys reality that SFA improvement efforts will not “end” with the completion of this 5 year modernization effort.
- Aligned Target State Vision effort with effort to draft *Modernization Blueprint Update*. Alignment will allow Target State Vision effort to benefit from and incorporate SFA executive feedback on the Blueprint draft into the Target State Vision.
- Developed initial conceptual framework for organizing the Target State Vision document and reviewed this with COTR.
- Facilitated SFA alignment discussion (to synchronize the budget process, performance plan, acquisitions and IRB process).

Planned Work in Progress:

- All planned work was completed.

Work Projected for next Month:

- Deliver final version of Modernization Blueprint on October 31.
- Finalize schedule for producing draft and final versions of the Target State Vision.
- Produce draft of the Target State Vision.



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**Partner Management**

**Work Completed this Month:**

- Submitted 12 Task Order proposals.
  - TO 13 WO4 – Campus-Based Programs Mad Dog.
  - TO 13 WO5 – Security and Privacy Corrective Action Plans Mad Dog.
  - TO 13 WO6 – EAFS and Compliance Reports Mad Dog.
  - TO 14 Mod 1 – FMS Phase II Extension.
  - TO 14 Mod 1 R1 – FMS Phase II Extension (Rev 01).
  - TO 25 R4 – Document Management System (Rev 04).
  - TO 32 – IPT Process Development - Phase II.
  - TO 35 R1 – FMS Applications Operation (Rev 01).
  - TO 38 – Program Management Office.
  - TO 38 R1 – Program Management Office (Rev 01).
  - TO 39 R1 – Data Warehouse (Rev 01).
  - TO 41 – E-ID Framework.
- Completed security documentation on 17 individuals.
- Awarded 2 Subcontracts.
- Completed move of FMS Team to new site (901 D St, SW).

**Planned Work in Progress:**

- Continued to support the development of performance based SOWs for future contracts/modifications (CBMD, NSLDS, PEPS, FFEL).
- Continued updates to the Legacy Contracts Transition Plan.
- Continued effort to complete in progress Task Order proposals.
- Continued effort to have each Modernization Partner staff member execute a Notice of Criminal Liability under the Privacy Act statement and an OF-306 Declaration for Federal Employment form – 242 of 245 complete.
- Continued negotiation efforts with subcontractors - 21 signed, 9 in final stages, 7 in progress.
- Initiated update to the Contract and Acquisition Management Section of the Modernization Blueprint (include a summary of the Legacy Contract Transition Plan).
- Initiated an analysis of achieved VDC savings.

**Work Projected for next Month:**

- Continue to support to the development of performance based SOWs.
- Continue to update the Legacy Contracts Transition Plan.
- Submit remainder of in progress Task Order proposals.
- Continue effort to have each Modernization Partner staff member execute a Notice of Criminal Liability under the Privacy Act statement and an OF-306 Declaration for Federal Employment form.
- Continue negotiation efforts with subcontractors.
- Complete update to the Contract and Acquisition Management Section of the Modernization Blueprint (include a summary of the Legacy Contract Transition Plan).
- Complete the analysis of achieved VDC savings.



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**Program Planning & Reporting**

**Work Completed this Month:**

- Continued conducting weekly Pulse point meetings.
- Continued producing bi-weekly scorecards.
- Continued producing consolidated weekly program status report for COTR.
- Continued producing consolidated weekly program status report for CIO Program Office.
- Monitored pilot of new workplan requirements with the COD team.
- Began piloting new status reporting requirements with the COD team.
- Began developing plan for PMO to achieve CMM Level 3 Compliance.
- Implemented feedback regarding Baseline Modernization Partner Procurement Plan.
- Delivered 8.1.4b- Baseline Modernization Partner Procurement Plan.
- Delivered draft of deliverable 8.1.3- Integrated Sequencing Plan.

**Planned Work in Progress:**

- Continue developing plan for PMO to achieve CMM Level 3 Compliance.

**Work Projected for next Month:**

- Finalize plan for the PMO to achieve CMM Level 3 compliance and begin implementing required steps.
- Continue conducting weekly Pulse point meetings.
- Continue producing bi-weekly scorecards.
- Continue producing consolidated weekly program status report for COTR.
- Continue producing consolidated weekly program status report for CIO Program Office.
- Finalize workplan and status reporting requirements pilot and rollout standards to entire program.
- Deliver finalized Baseline Procurement Plan.
- Deliver Monthly Procurement Metrics for September.
- Deliver updates to the Sequencing Plan Chapter of the Modernization Blueprint.
- Revise Integrated Sequencing Plan and provide interim drafts to SFA for review.



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**Appendix: MONTHLY MODERNIZATION SCORECARDS**

The attached scorecards (38.1.3a\_Monthly Scorecards.xls) provide a summary status of key program management areas. The Modernization Program Summary Scorecard is an aggregate assessment of program performance. The scorecard was developed by conducting an assessment of individual projects within the SFA Modernization Partner Program and includes August and September month-end assessments. The assessment criteria precedes the scorecards.



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**Appendix: MONTHLY DELIVERABLES SCHEDULES**

The attached Gantt charts (38.1.3a\_Monthly Deliverables Schedule – Accepted.mpp, 38.1.3a\_Monthly Deliverables Schedule – Delivered.mpp, and 38.1.3a\_Monthly Deliverables Schedule – In Progress.mpp) provide a graphical representation of the status of the deliverables for the SFA Modernization Partner Program that were accepted during the past two months; have been delivered; or are in progress.



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**Appendix: MONTHLY DELIVERABLES LOG**

Attached is a deliverables log (38.1.3a\_Monthly Deliverables Log.xls) which indicates the status of all contract deliverables as of 9/30/00. The deliverables are separated as Deliverables Accepted during the past two months; Deliverables that have been Delivered; and Deliverables In Progress.